

President's Goals and College Work Plan FY2020-21

Overview of 2020-21 goals and priorities

The 2020-21 fiscal year for Colorado Mountain College will be like none in its history. The on-going and enduring effects of the COVID-19 pandemic combined with renewed awareness to address systemic inequities across our nation will frame and inform nearly every decision, goal, program, and objective in the year ahead and position the college for long-term excellence, relevance, viability, flexibility and innovation.

With this “new normal” framework in mind and guided by the college’s current strategic plan – Reaching Greater Heights – the overarching goals and college-wide work plan will center around the following priorities:

- Modeling inclusion, equity, civility, respect, acceptance and belonging in every aspect of CMC’s operations and programming
- Understanding and neutralizing potential or implicit bias in CMC’s policies, procedures, practices, and learning environment
- Financial and operational stability and sustainability
- Strategic enrollment management
- Academic program expansion and/or adaptation to flexible virtual environments
- Technology-based investments and training for faculty and staff
- Supporting the needs of CMC’s mountain communities and economic recovery
- Preserving and expanding upon recent equity gains and increasing supports to students most at risk due to public health, economic, and social conditions.
- Implementing the Facilities Master Plan and evaluating existing and future capital infrastructure projects

Specific goals and objectives related to operating within the “new normal” of COVID-19 during 2020-21 include:

- Successfully implement CARES Act funding for students and the college’s operations while advocating for streamlined implementation standards and looser rules for college-specific activities.
- Constructively manage the transition to a new academic year (2020-21) in a COVID-19 active environment with maximum sensitivity to health risks and operational sustainability.
- Transform academic delivery and significantly increase use of technology-rich teaching, learning, and student support services.
- “Counter-cyclically” invest in new technologies, capital projects, equipment, faculty and staff training, and new scheduling to allow the expanded use of hybrid and web-enhanced instruction college-wide
- Use strategic reserves to improve college programming and operations

- Guided by the new Facilities Master Plan, increase utilization of academic facilities through improved scheduling, use of technologies, and changes in room structures
- Support and train faculty and staff within the academic enterprise as they adjust the delivery of high-quality instruction and academic services in accordance with public health guidelines
- Sustain deep learning in a fully online platform in summer 2020 (and possibly Fall & Spring)
- Carefully review the college-wide Master Academic Plan and its relevance in light of recent societal and financial disruptions
- Build on lessons learned in providing academic services online in spring and summer 2020, to continue best practices in offering a greater reach in advising, tutoring and library services
- Modify policies, procedures, bulletins, student conduct code, and other publications to reflect COVID-19 adjustments

Remaining college-wide work plan for 2020-21

PILLAR A Student Access & Success

Key objectives:

- Establish baseline minimum student services at all campuses and identify resources and funding needed for recommendations
- Improve strategies to communicate with and retain “new traditional” students (those who are older, working, parents, re-training, returning)
- Develop systems to award scholarships earlier with options to cover cost-of-living expenses
- Outline strategies to balance enrollments across gender categories (currently 38% of CMC students are male)
- Implement and evaluate the mental health strategic plan
- Redesign academic advising to reach across campuses using technology and faculty resources
- Complete RNL retention recommendations
- Implement guided pathways and meta-majors for all incoming AA & AS students
- Develop orientation for all new students, including an on-line option
- Outline and implement a first-year experience for students at all campuses
- Fully fund all fourth-year teacher education stipends and nursing-expansion scholarships, if available from the state
- Expand and adapt Fund Sueños and support for immigrant students
- Implement additional Diversity, Equity, and Inclusion initiatives:
 - Expert review of policies, curriculum and practices that permit or perpetuate bias or prevent the college from offering an inclusive and equitable learning and working environment
 - Prepare and submit Hispanic Serving Institution (HSI) application
 - Implement college-wide training and adopt procedures for technology accessibility by all users in accordance with ADA standards
 - Complete analysis of Fund Sueños and identify improvements or modifications
 - Formulate new Title IX policies and procedures that maximize safety and inclusivity for all students and employees while complying with state and federal legal requirements

PILLAR B Teaching & Learning

Key objectives:

- Successfully launch new bachelor programs; facilitate new program development and adaptation
- Fully implement Supplemental Academic Instruction (SAI) in mathematics in fall 2020; English in fall 2021
- Further enhance shared governance through improved collaboration and communication with the Curriculum Committee and the Faculty Senate
- Develop a more robust CEPA faculty orientation, on-boarding plan and regular check-in schedule in coordination with the Curriculum Committee
- Evaluate and improve the process and consistency regarding faculty promotion processes
- Establish guidelines and processes between the curriculum committee, faculty senate, and academic council advance changes to academic policy and/or procedures more smoothly.

PILLAR C Community & Economic Development

Key objectives:

- Establish CMC's presence, operations, and programming in Salida, including hiring new faculty and staff in the region
- Evaluate the Colorado Law Enforcement Training Academy (CLETA) administered by CMC and determine areas to improve and innovate police training for our region
- Complete the "What is CMC?" branding and communications initiative to clarify and affirm CMC's role and mission
- If economic fundamentals stabilize, explore favorable financing options and continue capital campaigns for priority projects that also contribute to localized economic recovery
- Accelerate Alumni Association activities including enhanced collaboration with career center
- Celebrate CMC Foundation's 35th Anniversary Year (1985-2020)

PILLAR D Organizational Effectiveness

Key objectives:

- Redesign vacated US Bank and Glenwood Chamber offices to connect and explore consolidate operations currently located at the CMC Glenwood Center
- Evaluate all options concerning CMC's Dillon Center
- Reconsider and refine five-year tuition plan for board consideration
- Update internal funding formula to reflect academic redesign
- Conduct a college-wide climate survey
- Implement Title IX compliance requirements - both federal and state level legislation – preserving internal policies to protect students and employees
- Meet qualifying criteria to establish CMC as an Hispanic Serving Institution (HSI)
- Increase Spanish translation of marketing, foundation and PIO materials